

2025-2029 KENTUCKY CHILD AND FAMILY SERVICES PLAN-MATRIX

Grey shading on tasks indicates that the task has been completed. Ongoing reporting and monitoring may occur for some completed tasks.

Goal 1: Improve CFSR safety outcomes 1 and 2 through enhanced engagement with families, children, community partners, and other stakeholders by 2029.

		Baseline	2025 APSR Submission	2026 APSR Submission	2027 APSR Submission	2028 APSR Submission	2029 APSR Submission
Safety Outcome 1: Children are, first and foremost, protected from abuse and neglect. Source: OMS State Rating Summary, Safety Outcome 1	Actual	% Substantially Achieved					
		73.61% <i>October 1, 2022 – March 31, 2023, PUR</i>	<i>October 1, 2023 – March 31, 2024, PUR</i>	<i>October 1, 2024 – March 31, 2025, PUR</i>	<i>October 1, 2025 – March 31, 2026, PUR</i>	<i>October 1, 2026 – March 31, 2027, PUR</i>	<i>October 1, 2027 – March 31, 2028, PUR</i>
	Target		74.68%	75.75%	76.82%	77.89%	78.96%
Safety Outcome 2: Children are safely maintained in their homes whenever possible and appropriate. Source: OMS State Rating Summary, Safety Outcome 2	Actual	% Substantially Achieved					
		47.22% <i>October 1, 2022 – March 31, 2023, PUR</i>	<i>October 1, 2023 – March 31, 2024, PUR</i>	<i>October 1, 2024 – March 31, 2025, PUR</i>	<i>October 1, 2025 – March 31, 2026, PUR</i>	<i>October 1, 2026 – March 31, 2027, PUR</i>	<i>October 1, 2027 – March 31, 2028, PUR</i>
	Target		48.53%	49.51%	50.69%	51.90%	53.14%
Strategy	Lead	Tasks					Target Date
1.1: Improve timeliness to and quality of initiation by each APSR submission.	Child Protection Branch	1. Review and discuss the various initiation timeframe methodologies used by the state and determine how to streamline where possible and identify/finalize the methodology to use within Kentucky.					December 2025
	Child Protection Branch	2. Review current definition of initiation in standards of practice (SOP) to identify areas of improvement and compare to federal requirements.					December 2025
	Child Protection Branch	3. Conduct focus groups and/or surveys with staff and supervisors who conduct investigations to identify barriers to timely and quality initiation and develop solutions for improvement.					CY 2026
	Child Protection Branch	4. Modify SOP to define the established initiation timeframe methodology and to clearly define what constitutes initiation.					CY 2026
	TBD	5. Develop training/campaign to highlight the benefits of timely and quality initiation.					CY 2027
Data Indicators	Baseline	2025 APSR Submission	2026 APSR Submission	2027 APSR Submission	2028 APSR Submission	2029 APSR Submission	
CFSR Item 1	Actual	% Strength Rating					
		73.61%					

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Source: OMS State Rating Summary, Item 1		October 1, 2022 – March 31, 2023, PUR	October 1, 2023 – March 31, 2024, PUR	October 1, 2024 – March 31, 2025, PUR	October 1, 2025 – March 31, 2026, PUR	October 1, 2026 – March 31, 2027, PUR	October 1, 2027 – March 31, 2028, PUR
Target			74.68%	75.75%	76.82%	77.89%	78.96%
Average Time to Investigation in Hours Source: NCANDS		Actual					
		Average Time in Hours					
		246.4 FFY 2023	FFY 2024	FFY 2025	FFY 2026	FFY 2027	FFY 2028
Target			234.08	221.76	209.44	197.12	184.80
% of completed assessments initiated timely Source: TWS-147_148BS		% of Completed Assessments initiated in 48 hrs or less (Status Offender); % of CPS Completed Assessments initiated in 24 hrs or less (Physical/Sexual Abuse); and % of CPS Completed Assessments initiated in 48 hrs or less (Other) averaged for total % completed timely.					
Actual		75.83% 4/2023-3/2024	4/2024-3/2025	4/2025-3/2026	4/2026-3/2027	4/2027-3/2028	4/2028-3/2029
Target			76.56%	77.29%	78.03%	78.78%	79.54%
Strategy	Lead	Tasks					Target Date
1.2: Improve timely completion and quality/thoroughness of investigations and ongoing safety and risk assessments by each APSR submission.	Child Protection Branch	1. Conduct GAP analysis of current SOP related to contacting parents/caregivers after initial interviews with children are completed to determine 1) if current processes exist and 2) if processes exist, timeframes are established to ensure contact occurs as soon as possible after initial interviews with children are completed.					December 2025
	Child Protection Branch; OOHC Branch	2. Conduct GAP analysis of current SOP related to ongoing safety and risk assessments, both formal and informal, to ensure that safety and risk are assessed during all interactions with families and children.					December 2025
	Child Protection Branch; OOHC Branch	3. Conduct focus groups and/or surveys with staff and supervisors who conduct investigations to identify barriers to timely and quality/thorough investigations and develop solutions for improvement.					December 2025
	Child Protection Branch; OOHC Branch	4. Conduct focus groups with staff and supervisors who conduct ongoing safety and risk assessments to identify barriers to timely and quality/through assessments and develop solutions for improvement.					December 2025
	Child Protection Branch;	5. Modify SOP to address limitations found in the GAP analyses.					December 2025

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	OOHC Branch						
	Child Protection Branch	6. Implement the SDM® reunification and risk reassessments.				December 2025	
	Child Protection Branch	7. Conduct training for the SDM® reunification and risk reassessments.				December 2025	
	TBD	8. Develop training/campaign to highlight the benefits of timely and quality investigations.				CY 2026	
	TBD	9. Develop training/campaign to highlight the benefits of quality formal and informal safety and risk assessments.				CY 2026	
Data Indicators		Baseline	2025 APSR Submission	2026 APSR Submission	2027 APSR Submission	2028 APSR Submission	2029 APSR Submission
% of investigations completed timely, statewide <i>Source: TWS-292D Evaluation Data Directors Copy</i>		Statewide monthly percentages averaged for calendar year					
	Actual	56.33% <i>CY 2023</i>	<i>CY 2024</i>	<i>CY 2025</i>	<i>CY 2026</i>	<i>CY 2027</i>	<i>CY 2028</i>
	Target		57.28%	58.24%	59.22%	60.21%	61.22%
CFSR Item 2 <i>Source: OMS State Rating Summary, Item 2</i>		% Strength Rating					
	Actual	54.9% <i>October 1, 2022 – March 31, 2023, PUR</i>	<i>October 1, 2023 – March 31, 2024, PUR</i>	<i>October 1, 2024 – March 31, 2025, PUR</i>	<i>October 1, 2025 – March 31, 2026, PUR</i>	<i>October 1, 2026 – March 31, 2027, PUR</i>	<i>October 1, 2027 – March 31, 2028, PUR</i>
	Target		56%	57.12%	58.26%	59.43%	60.62%
CFSR Item 3 <i>Source: OMS State Rating Summary, Item 3</i>		% Strength Rating					
	Actual	49.44% <i>October 1, 2022 – March 31, 2023, PUR</i>	<i>October 1, 2023 – March 31, 2024, PUR</i>	<i>October 1, 2024 – March 31, 2025, PUR</i>	<i>October 1, 2025 – March 31, 2026, PUR</i>	<i>October 1, 2026 – March 31, 2027, PUR</i>	<i>October 1, 2027 – March 31, 2028, PUR</i>
	Target		50.44%	51.46%	52.50%	53.11%	54.18%
Strategy	Lead	Tasks				Target Date	
1.3: Educate community partners and other stakeholders on intake and	DPP/DSR	1. Conduct a GAP analysis of existing training materials for community partners and other stakeholders to determine areas for enhancement.				December 2025	
	Quality Assurance and Field Quality branches	2. Review reporting source and collateral contact data by region to determine stakeholder groups in each region to target for training.				December 2025	

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investigative practices.	DPP/DSR	3. Hold focus groups with community partners and other stakeholders to determine current understanding of the intake and investigative processes.	December 2025
	DPP/DSR	4. In collaboration with stakeholders who participated in the focus group, enhance existing training and/or develop new training for community partners and stakeholders to educate on current intake and investigative practices.	CY 2026
	DPP/DSR	5. In collaboration with stakeholders who participated in the focus group, enhance existing training and/or develop new training for community partners and stakeholders to educate on ways to improve engagement with and service provision for families that prevents the trauma of child welfare involvement, when possible.	CY 2026
	DPP/DSR	6. Work with regions to determine most appropriate training avenues and frequencies (town halls, virtual, etc.).	CY 2026
	DPP/DSR	7. Work with regions to develop regional processes for engaging the local judicial communities. Need for feedback loops, court liaisons, etc.	CY 2027
	DPP	8. Identify opportunities for collaboration and co-training with contracted providers – PCCs and PCPs.	CY 2027
	DPP/DSR	9. Implement newly developed trainings.	CY 2029

Data Indicators	Baseline	2025 APSR Submission	2026 APSR Submission	2027 APSR Submission	2028 APSR Submission	2029 APSR Submission							
# (%) of reports received from community partners that do not meet acceptance criteria. Source: TWS-M272WI Monthly Intake & Assessment Findings	# (%) of reports received (excludes APS) from a community partner (CP: CIRS, DJJ, Fair Team, Law Enforcement/Court Personnel, Medical Provider, Mental Health Professional, School Personnel, Social Services Personnel) with an intake staff determination of does not meet CPS acceptance criteria (DNM)												
	Actual	# reports received from CP 4/23-3/24	# (%) received from CP that DNM 4/23-3/24	# reports received from CP 4/24-3/25	# (%) received from CP that DNM 4/24-3/25	# reports received from CP 4/25-3/26	# (%) received from CP that DNM 4/25-3/26	# reports received from CP 4/26-3/27	# (%) received from CP that DNM 4/26-3/27	# reports received from CP 4/27-3/28	# (%) received from CP that DNM 4/27-3/28	# reports received from CP 4/28-3/29	# (%) received from CP that DNM 4/28-3/29
		110,698	38,491 (34.77 %)										
Target				33.81%		32.88%		31.97%		31.09%		30.23%	

Goal 2: Improve CFSR permanency and wellbeing outcomes through enhanced engagement with families, children, community partners, and other stakeholders by 2029.

Data Indicators	Baseline	2025 APSR Submission	2026 APSR Submission	2027 APSR Submission	2028 APSR Submission	2029 APSR Submission
Permanency Outcome 1: Children have permanency and	Actual	% Substantially Achieved				
		23.61% <i>October 1, 2022 – March 31, 2023, PUR</i>	<i>October 1, 2023 – March 31, 2024, PUR</i>	<i>October 1, 2024 – March 31, 2025, PUR</i>	<i>October 1, 2025 – March 31, 2026, PUR</i>	<i>October 1, 2026 – March 31, 2027, PUR</i>

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stability in their living situations. Source: OMS State Rating Summary, Permanency Outcome 1	Target		24.39%	25.20%	26.04%	26.90%	27.80%
Permanency Outcome 2: The continuity of family relationships is preserved for children. Source: OMS State Rating Summary, Permanency Outcome 2	Actual	% Substantially Achieved					
		91.55% <i>October 1, 2022 – March 31, 2023, PUR</i>	<i>October 1, 2023 – March 31, 2024, PUR</i>	<i>October 1, 2024 – March 31, 2025, PUR</i>	<i>October 1, 2025 – March 31, 2026, PUR</i>	<i>October 1, 2026 – March 31, 2027, PUR</i>	<i>October 1, 2027 – March 31, 2028, PUR</i>
	Target		91.71%	91.87%	92.03%	92.19%	92.35%
Wellbeing Outcome 1: Families have enhanced capacity to provide for their children’s needs. Source: OMS State Rating Summary, Wellbeing Outcome 1	Actual	% Substantially Achieved					
		48.89% <i>October 1, 2022 – March 31, 2023, PUR</i>	<i>October 1, 2023 – March 31, 2024, PUR</i>	<i>October 1, 2024 – March 31, 2025, PUR</i>	<i>October 1, 2025 – March 31, 2026, PUR</i>	<i>October 1, 2026 – March 31, 2027, PUR</i>	<i>October 1, 2027 – March 31, 2028, PUR</i>
	Target		49.90%	50.93%	51.98%	53.05%	54.14%
Wellbeing Outcome 2: Children receive appropriate services to meet their educational needs. Source: OMS State Rating Summary, Wellbeing Outcome 2	Actual	% Substantially Achieved					
		88.61% <i>October 1, 2022 – March 31, 2023, PUR</i>	<i>October 1, 2023 – March 31, 2024, PUR</i>	<i>October 1, 2024 – March 31, 2025, PUR</i>	<i>October 1, 2025 – March 31, 2026, PUR</i>	<i>October 1, 2026 – March 31, 2027, PUR</i>	<i>October 1, 2027 – March 31, 2028, PUR</i>
	Target		88.67%	88.73%	88.79%	88.85%	88.91%
Wellbeing Outcome 3: Children receive adequate services to meet their physical and mental health needs. Source: OMS State Rating Summary, Wellbeing Outcome 3	Actual	% Substantially Achieved					
		64.29% <i>October 1, 2022 – March 31, 2023, PUR</i>	<i>October 1, 2023 – March 31, 2024, PUR</i>	<i>October 1, 2024 – March 31, 2025, PUR</i>	<i>October 1, 2025 – March 31, 2026, PUR</i>	<i>October 1, 2026 – March 31, 2027, PUR</i>	<i>October 1, 2027 – March 31, 2028, PUR</i>
	Target		65.12%	65.96%	67.82%	68.69%	69.58%
Strategy	Lead	Tasks					Target Date
2.1: Develop and implement a family team meeting revitalization campaign to improve case plan	DPP/DSR Director’s Office, Child Protection, OOHC; Partner Engagement Group	1. Conduct a GAP analysis of current SOP processes related to FTMs to determine current defined processes and areas for improvement.					December 2025

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development and monitoring.	Partner Engagement Group	2. Conduct focus groups with frontline staff to determine barriers to conducting successful, quality FTMs.	December 2025
	Partner Engagement Group	3. Conduct focus groups and/or surveys with parents, youth, and caregivers to learn about families' experiences during FTMs, what is working, what does not work, what makes a successful, quality FTM, etc.	December 2025
	DPP/DSR Director's Office, Child Protection, OOHC	4. Using feedback from focus groups and surveys on barriers to successful, quality FTMs, develop new tasks to address the barriers.	CY 2026
	DPP/DSR Director's Office, Child Protection, OOHC	5. Define objective third party using federal requirements and to serve as FTM facilitators.	CY 2026
	DPP Director's Office, Child Protection, OOHC	6. Review existing contracts to identify partners to serve as objective third party facilitators.	CY 2027
	DPP Director's Office, Child Protection, OOHC	7. Using the definition developed above, work with each region to identify who will serve as facilitators/objective third parties.	CY 2027
	DPP Director's Office, Child Protection, OOHC	8. Partner with contracted universities to train facilitators.	CY 2028
	Child Protection, OOHC	9. Modify SOP to address limitations found in the GAP analysis.	CY 2028

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	DPP Director's Office, Child Protection, OOHC	10. Assist regions in developing standardized FTM criteria and requirements that align with SOP.										CY 2029		
Data Indicators		Baseline		2025 APSR Submission		2026 APSR Submission		2027 APSR Submission		2028 APSR Submission		2029 APSR Submission		
CFSR Item 12: Needs and Services of Child, Parents, and Foster Parents. Source: OMS State Rating Summary, Item 12		% Strength Rating												
		Actual	54.44% October 1, 2022 – March 31, 2023, PUR		October 1, 2023 – March 31, 2024, PUR		October 1, 2024 – March 31, 2025, PUR		October 1, 2025 – March 31, 2026, PUR		October 1, 2026 – March 31, 2027, PUR		October 1, 2027 – March 31, 2028, PUR	
		Target			55.41%		56.40%		57.40%		58.42%		59.46%	
CFSR Item 12 A: Needs and Services of Child. Source: OMS State Rating Summary, Item 12A		% Strength Rating												
		Actual	74.44% October 1, 2022 – March 31, 2023, PUR		October 1, 2023 – March 31, 2024, PUR		October 1, 2024 – March 31, 2025, PUR		October 1, 2025 – March 31, 2026, PUR		October 1, 2026 – March 31, 2027, PUR		October 1, 2027 – March 31, 2028, PUR	
		Target			75.02%		75.62%		76.21%		76.81%		77.41%	
CFSR Item 12 B: Needs and Services of Parents. Source: OMS State Rating Summary, Item 12B		% Strength Rating												
		Actual	51.75% October 1, 2022 – March 31, 2023, PUR		October 1, 2023 – March 31, 2024, PUR		October 1, 2024 – March 31, 2025, PUR		October 1, 2025 – March 31, 2026, PUR		October 1, 2026 – March 31, 2027, PUR		October 1, 2027 – March 31, 2028, PUR	
		Target			52.74%		53.75%		54.78%		55.83%		56.89%	
CFSR Item 13: Child and Family Involvement in Case Planning Source: OMS State Rating Summary, Item 13		% Strength Rating												
		Actual	54.71% October 1, 2022 – March 31, 2023, PUR		October 1, 2023 – March 31, 2024, PUR		October 1, 2024 – March 31, 2025, PUR		October 1, 2025 – March 31, 2026, PUR		October 1, 2026 – March 31, 2027, PUR		October 1, 2027 – March 31, 2028, PUR	
		Target			55.75%		56.81%		57.90%		59.01%		60.14%	
# (%) of cases with a case plan completed timely – in home and OOHC Source: TWS-M004SW		# of Request & Agency Cases Open >75 days; % of Request & Agency Cases with Current Family Plans												
		Actual	#Cases 4/6/2024	#(%) w timely case plan 4/6/2024	#Cases 4/6/2025	#(%) w timely case plan 4/6/2025	#Cases 4/6/2026	#(%) w timely case plan 4/6/2026	#Cases 4/6/2027	#(%) w timely case plan 4/6/2027	#Cases 4/6/2028	#(%) w timely case plan 4/6/2028	#Cases 4/6/2029	#(%) w timely case plan 4/6/2029
			8,500	7,292 (85.79 %)										
Target			85.97%		86.15%		86.33%		86.51%		86.69%			
Strategy	Lead	Tasks										Target Date		
	DPP	1. Conduct GAP analysis on current SOP and training related to caseworker visits with parents and children.										December 2025		

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2.2 Improve the quality of caseworker visits with parents and children.	DPP	2. Develop workgroup to review GAP analysis and streamline and enhance processes.				December 2025	
		3. Conduct focus groups and/or surveys with frontline staff and supervisor to discuss barriers to and ways to improve engagement and communication with families, youth, and caregivers.				December 2025	
		4. Review current data from the field training specialist program to determine current ratings related to caseworker visits.				December 2025	
	Caseworker Visits Workgroup	5. Conduct focus groups with parents, caregivers, and youth to discuss engagement and communication.				December 2025	
	Field Quality Branch	6. Develop and implement parent/guardian survey to be distributed to all families throughout critical junctures of the case (case planning, assessment, FTMs, every six months, etc.) and upon case closure to gain engagement and consumer feedback.				CY 2026	
		7. Develop process for analyzing data, monitoring trends, and implementing suggestions for practice improvement based on customer satisfaction survey feedback.				CY 2026	
	Caseworker Visits Workgroup	8. Develop communication strategies for families and children to improve quality of visits.				CY 2026	
	Caseworker Visits Workgroup	9. Develop new and ongoing staff training/campaign to teach staff how to effectively engage families and children and to teach staff why visits are important and how they can lead to permanency.				CY 2027	
		10. Review data related to the field training specialist program to determine if improvements in caseworker visit ratings have improved, declined, or maintained.				CY 2028	
		11. Explore opportunities to create family/peer co-trainers to further embed the importance of engagement within the agency.				CY 2028	
Data Indicators	Baseline	2025 APSR Submission	2026 APSR Submission	2027 APSR Submission	2028 APSR Submission	2029 APSR Submission	
CFSR Item 14: Caseworker Visits with Child Source: OMS State Rating Summary, Item 14	% Strength Rating						
	Actual	61.11% October 1, 2022 – March 31, 2023, PUR	October 1, 2023 – March 31, 2024, PUR	October 1, 2024 – March 31, 2025, PUR	October 1, 2025 – March 31, 2026, PUR	October 1, 2026 – March 31, 2027, PUR	October 1, 2027 – March 31, 2028, PUR
	Target		62%	62.89%	63.80%	64.72%	65.65%
CFSR Item 15: Caseworker Visits with Parents Source: OMS State Rating Summary, Item 15	% Strength Rating						
	Actual	39.57% October 1, 2022 – March 1, 2023, PUR	October 1, 2023 – March 31, 2024, PUR	October 1, 2024 – March 31, 2025, PUR	October 1, 2025 – March 31, 2026, PUR	October 1, 2026 – March 31, 2027, PUR	October 1, 2027 – March 31, 2028, PUR
	Target		40.57%	41.59%	42.64%	43.71%	44.81%
% of visits made to children in care on a monthly basis							

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Title IV-B Monthly Caseworker Visits % (MCV-95%) Source: TWS-M280S	Actual	FFY 2023	4/23-3/24	FFY 2024	4/24-3/25	FFY 2025	4/25-3/26	FFY 2026	4/26-3/27	FFY 2027	4/27-3/28	FFY 2028	4/28-3/29
		84%	87.80%										
	Target			88.05%	88.30%	88.55%	88.80%	89.05%	89.30%	89.55%	89.80%	90.05%	90.30%

Goal 3: Improve engagement and communication with staff at all levels through enhanced consultation, first and second level case review processes, and tailored communication planning.

Data Indicators	Baseline	2025 APSR Submission	2026 APSR Submission	2027 APSR Submission	2028 APSR Submission	2029 APSR Submission	
Percent of respondents who agree that staff in their program are well trained in their job responsibilities. Source: Employee Engagement Survey	% of respondents who Strongly Agree and Agree						
	Actual	62% 2023 survey	2024 survey	2025 survey	2026 survey	2027 survey	2028 survey
	Target		62.87%	63.75%	64.64%	65.54%	66.46%
Percent of respondents who agree their program operates with clear goals and objectives. Source: Employee Engagement Survey	This is a new question for the upcoming survey. Baseline will be developed from the 2024 Employee Engagement Survey.						
	Actual		2024 survey	2025 survey	2026 survey	2027 survey	2028 survey
	Target						
Percent of respondents who agree that mutual trust and cooperation among staff are strong. Source: Employee Engagement Survey	% of respondents who Strongly Agree and Agree						
	Actual	72% 2023 survey	2024 survey	2025 survey	2026 survey	2027 survey	2028 survey
	Target		72.65%	73.30%	73.96%	74.63%	75.30%
Strategy	Lead	Tasks					Target Date
3.1: Develop and implement an enhanced second level case review tool and formalized training for second level case reviewers.	QA Branch	1. Identify members and develop a workgroup to review the current second level case review tool and make suggestions for enhancements to match current work processes and ensure the tool crosswalks to CFSR safety, permanency, and wellbeing outcomes.					December 2025
	DPP Director's Office; WKU; EKU	2. Move CQI-CARES electronic case review system from ECU to WKU.					CY 2026
	Second Level Case Review Workgroup	3. Draft new tool and create crosswalk to the onsite review instrument (OSRI).					CY 2026

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	Second Level Case Review Workgroup	4. Using CFSR principles for applying the onsite review instrument to Kentucky casework, develop a formalized training for second level case reviewers for the new second level case review tool, to include frequency of training.											CY 2027
	DPP/DSR	5. Implement training.											CY 2028
Data Indicators		Baseline	2025 APSR Submission	2026 APSR Submission	2027 APSR Submission	2028 APSR Submission	2029 CFSP Submission						
Comparison of statewide outcome scores from second-level case reviews and KY CFSR reviews <i>Source: 2nd Level Case Review Data; OMS State Rating Summary</i> 2nd = Second-level case review OSRI = KY CFSR review AD = Actual Difference TD = Target Difference		Due to system and contract barriers, a baseline will be developed in the 2025 submission.											
		Safety Outcome 1	2nd	2nd	2nd	2nd	2nd	2nd	2nd	2nd	2nd	2nd	
		OSRI	OSRI	OSRI	OSRI	OSRI	OSRI	OSRI	OSRI	OSRI	OSRI	OSRI	
		AD	AD	AD	AD	AD	AD	AD	AD	AD	AD	AD	
		TD	TD	TD	TD	TD	TD	TD	TD	TD	TD	TD	
		Safety Outcome 2	2nd	2nd	2nd	2nd	2nd	2nd	2nd	2nd	2nd	2nd	
		OSRI	OSRI	OSRI	OSRI	OSRI	OSRI	OSRI	OSRI	OSRI	OSRI	OSRI	
		AD	AD	AD	AD	AD	AD	AD	AD	AD	AD	AD	
		TD	TD	TD	TD	TD	TD	TD	TD	TD	TD	TD	
		Permanency Outcome 1	2nd	2nd	2nd	2nd	2nd	2nd	2nd	2nd	2nd	2nd	
		OSRI	OSRI	OSRI	OSRI	OSRI	OSRI	OSRI	OSRI	OSRI	OSRI	OSRI	
		AD	AD	AD	AD	AD	AD	AD	AD	AD	AD	AD	
		TD	TD	TD	TD	TD	TD	TD	TD	TD	TD	TD	
		Permanency Outcome 2	2nd	2nd	2nd	2nd	2nd	2nd	2nd	2nd	2nd	2nd	
		OSRI	OSRI	OSRI	OSRI	OSRI	OSRI	OSRI	OSRI	OSRI	OSRI	OSRI	
		AD	AD	AD	AD	AD	AD	AD	AD	AD	AD	AD	
		TD	TD	TD	TD	TD	TD	TD	TD	TD	TD	TD	
		Wellbeing Outcome 1	2nd	2nd	2nd	2nd	2nd	2nd	2nd	2nd	2nd	2nd	
		OSRI	OSRI	OSRI	OSRI	OSRI	OSRI	OSRI	OSRI	OSRI	OSRI	OSRI	
		AD	AD	AD	AD	AD	AD	AD	AD	AD	AD	AD	
		TD	TD	TD	TD	TD	TD	TD	TD	TD	TD	TD	
		Wellbeing Outcome 2	2nd	2nd	2nd	2nd	2nd	2nd	2nd	2nd	2nd	2nd	
		OSRI	OSRI	OSRI	OSRI	OSRI	OSRI	OSRI	OSRI	OSRI	OSRI	OSRI	
		AD	AD	AD	AD	AD	AD	AD	AD	AD	AD	AD	
		TD	TD	TD	TD	TD	TD	TD	TD	TD	TD	TD	

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	Wellbeing Outcome 3	2nd OSRI AD	2nd OSRI AD TD	2nd OSRI AD TD	2nd OSRI AD TD	2nd OSRI AD TD	2nd OSRI AD TD	
Strategy	Lead	Tasks						Target Date
3.2: Implement new first level case review process.	DPP	1. Research case review processes from other states to identify enhanced processes for first level case reviews.						December 2025
	DPP	2. Develop workgroup to discuss options for enhancing first level case reviews.						December 2025
	DPP	3. Collaborate with Deloitte to develop and implement a new first level case review process.						December 2025
Data Indicators	Baseline	2025 CFSP Submission	2026 CFSP Submission	2027 CFSP Submission	2028 CFSP Submission	2029 CFSP Submission		
TBD-Measurement plan will be developed upon implementation of new first level case review process.	Baseline will be developed upon implementation of new first level case review process.							
	Actual							
Target								
Strategy	Lead	Tasks						Target Date
3.3: In collaboration with the vendor selected through the Consultation Services Individual Project Request (IPR), improve case consultation processes for frontline staff.	DPP; DCBS Commissioner's Office	1. Collaborate with Deloitte to finalize a work plan to complete the scope of work within the IPR. <i>*More tasks will be added upon finalization of workplan with Deloitte.</i>						December 2024
Data Indicators	Baseline	2025 APSR Submission	2026 APSR Submission	2027 APSR Submission	2028 APSR Submission	2029 APSR Submission		
Percent of respondents who agree that they meet	% of respondents who Strongly Agree and Agree							
	Actual	72% 2023 survey	2024 survey	2025 survey	2026 survey	2027 survey	2028 survey	

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frequently with their supervisors about client needs and progress. Source: Employee Engagement Survey	Target		72.65%	73.30%	73.96%	74.63%	75.30%
Strategy	Lead	Tasks					Target Date
3.4: Develop and implement enhanced communication strategies for staff at all levels.	DCBS Commissioner's Office	1. Develop a communications team that includes representation from each division, the commissioner's office, and regional representatives.					December 2025
	Communications Team	2. Using the results from the Employee Engagement Survey, determine communication strategies that best meet the needs of staff at all levels.					December 2025
	Communications Team	3. Develop a communication plan that outlines approved strategies for communication to be used when disseminating information to staff at all levels that includes the who, what, when, where, how, and why for all information shared.					December 2025
	Communications Team	4. Implement communication plan.					December 2025
Data Indicators	Baseline	2025 APSR Submission	2026 APSR Submission	2027 APSR Submission	2028 APSR Submission	2029 APSR Submission	
Percent of respondents who agree that staff members are kept well informed. Source: Employee Engagement Survey	This is a new question for the upcoming survey. Baseline will be developed from the 2024 Employee Engagement Survey.						
	Actual		2024 survey	2025 survey	2026 survey	2027 survey	2028 survey
Target							
Percent of respondents who agree that they know how to access services or resources that most families need. Source: Employee Engagement Survey	This is a new question for the upcoming survey. Baseline will be developed from the 2024 Employee Engagement Survey.						
	Actual	90.08% 2023 survey	2024 survey	2025 survey	2026 survey	2027 survey	2028 survey
Target		90.31%	90.55%	90.78%	91.01%	91.24%	
Goal 4 : Ensure education, support, and services are available to expand primary and secondary prevention to meet the needs and enhance the well-being of families and children in Kentucky.							
Data Indicators	Baseline	2025 APSR Submission	2026 APSR Submission	2027 APSR Submission	2028 APSR Submission	2029 APSR Submission	
# (%) of reports that meet acceptance criteria Source: TWS-M272F Statewide CPS Intakes Fact Sheet	# of intakes that met acceptance criteria (reports); % of intakes that met acceptance criteria (from All CPS Response Intakes).						
	Actual	42,067 (40.19%) 4/23-3/24	4/24-3/25	4/25-3/26	4/26-3/27	4/27-3/28	4/28-3/29
Target		39.19%	38.21%	37.25%	36.32%	35.41%	

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Strategy	Lead	Tasks					Target Date
4.1: Increase community partnerships with local governments, the courts, faith-based organizations, grassroots organizations, health centers, libraries, and public health to enhance community pathways to services for families and children.	Tertiary Prevention Branch	1. Submit an expanded candidacy definition, to include serving at-risk populations prior to child welfare involvement, with the Title IV-E Prevention Program Five-Year Plan for 2024-2029.					December 2024
	Secondary Prevention Branch	2. Implement formal access to pre/postnatal maternal health for individuals with substance use disorders referred to the child welfare system but not meeting criteria for agency response.					December 2025
	Primary and Secondary Prevention branches	3. Build and maintain a relationship with public libraries in Kentucky and implement resource hubs for general population access.					CY 2026
	Secondary Prevention Branch	4. Identify and secure additional funding opportunities to serve and enhance parent-child relationships for incarcerated populations.					CY 2026
	Primary Prevention Branch	5. Identify and secure additional funding opportunities to serve and promote fatherhood engagement.					CY 2026
	Primary Prevention Branch	6. Increase Community Collaboration for Children Regional Network involvement by 10% and diverse discipline representation.					CY 2026
	Primary Prevention Branch	7. Ensure each Community Collaboration for Children Regional Network has parent representation.					CY 2027
	Primary Prevention Branch	8. Identify and secure additional funding opportunities to expand the Community Collaboration for Children program to serve additional families					CY 2027
Data Indicators		Baseline	2025 APSR Submission	2026 APSR Submission	2027 APSR Submission	2028 APSR Submission	2029 APSR Submission
Regional Network attendance <i>Source: PPMET EKU database</i>		# of regional network participants					
	Actual	1,891 CY 2023	CY 2024	CY 2025	CY 2026	CY 2027	CY 2028
	Target		1,928	1,967	2,006	2,046	2,087
Strategy	Lead	Tasks					Target Date

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4.2: Expand the counties served by Community Response by 50% by 2029.	Secondary Prevention Branch	1. Complete and analyze evaluation of the initial four Community Response pilot sites.					December 2024	
	Secondary Prevention Branch	2. Complete and analyze a community readiness assessment, identifying where capacity and areas of growth exist for implementation of additional Community Response sites.					December 2025	
	Secondary Prevention Branch	3. Identify and secure additional funding opportunities for further expansion.					December 2025	
	Secondary Prevention Branch	4. Complete a needs assessment to inform selection of additional county sites.					December 2025	
	Secondary Prevention Branch	5. Expand the Community Response program to include family access to concrete funding to meet familial well-being needs.					December 2025	
	Secondary Prevention Branch	6. Expand the Community Response program to an additional 10 counties.					CY 2026	
Data Indicators			Baseline	2025 APSR Submission	2026 APSR Submission	2027 APSR Submission	2028 APSR Submission	2029 APSR Submission
# of counties with Community Response. Source: DPCW	# of counties who have implemented community response.							
	Actual	10						
	Target		11	12	13	14	15	
Strategy	Lead	Tasks						Target Date
4.3: Advance prevention related education and training, and public education efforts from primary to post-secondary	Secondary Prevention Branch	1. Enhance evaluation of the Parent Engagement Meeting program to include additional data collection to assess additional program outcomes.					CY 2026	
	Primary Prevention Branch	2. Implement public health, prevention awareness, and safety campaigns or trainings.					CY 2027	
	Primary and Secondary Prevention Branches	3. Build and maintain relationships between the Division of Prevention and Community Well-Being and early childhood education, primary/secondary schools, educational organizations, and post-secondary education.					CY 2027	

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education partnerships.	Secondary Prevention Branch	4. Identify and secure additional funding opportunities to expand Parent Engagement Meetings by 50% to mitigate truancy and educational neglect.										CY 2028		
Data Indicators		Baseline		2025 APSR Submission		2026 APSR Submission		2027 APSR Submission		2028 APSR Submission		2029 APSR Submission		
Number of Parent Engagement Meeting counties served. <i>Source: Gentrack database</i>		County served Jefferson and # rural counties												
		Actual	<i>Jefferson</i>	<i>Rural</i>	<i>Jefferson</i>	<i>Rural</i>	<i>Jefferson</i>	<i>Rural</i>	<i>Jefferson</i>	<i>Rural</i>	<i>Jefferson</i>	<i>Rural</i>	<i>Jefferson</i>	<i>Rural</i>
			1	17										
			<i>2022-2023 school year</i>		<i>2023-2024 school year</i>		<i>2024-2025 school year</i>		<i>2025-2026 school year</i>		<i>2026-2027 school year</i>		<i>2027-2028 school year</i>	
Target			18		20		22		24		25			
Number of PEMs completed statewide, by family. <i>Source: Gentrack database</i>		# of families served												
		Actual	<i>Jefferson</i>	<i>Rural</i>	<i>Jefferson</i>	<i>Rural</i>	<i>Jefferson</i>	<i>Rural</i>	<i>Jefferson</i>	<i>Rural</i>	<i>Jefferson</i>	<i>Rural</i>	<i>Jefferson</i>	<i>Rural</i>
			406	786										
			<i>2022-2023 school year</i>		<i>2023-2024 school year</i>		<i>2024-2025 school year</i>		<i>2025-2026 school year</i>		<i>2026-2027 school year</i>		<i>2027-2028 school year</i>	
Target			446	864	486	942	526	1,020	567	1,099	609	1,179		
% of cases diverted from DCBS involvement statewide, by family. <i>Source: Gentrack database</i>		% of families diverted from CPS												
		Actual	<i>Jefferson</i>	<i>Rural</i>	<i>Jefferson</i>	<i>Rural</i>	<i>Jefferson</i>	<i>Rural</i>	<i>Jefferson</i>	<i>Rural</i>	<i>Jefferson</i>	<i>Rural</i>	<i>Jefferson</i>	<i>Rural</i>
			84%	87%										
			<i>2022-2023 school year</i>		<i>2023-2024 school year</i>		<i>2024-2025 school year</i>		<i>2025-2026 school year</i>		<i>2026-2027 school year</i>		<i>2027-2028 school year</i>	
Target			85%	88%	86%	89%	87%	90%	88%	91%	89%	92%		